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ABSTRACT

This is a report on a training session conducted for the board members of the New Brunswick Indian Arts and Crafts Association with the aim of outlining purposes of the Association, and assisting in drawing up plans for a formal administrative structure among arts and crafts organizations. An administrative manual containing terms of reference between Indian National, Provincial, and Territorial Arts and Crafts Organizations was agreed upon. This paper contains reports on the meetings, the agendas, statements of purpose, and drafts of the final organizational structure. (JD)

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REPORT:

THE NEW BRUNSWICK INDIAN ARTS AND CRAFTS ASSOCIATION WORKSHOP FOR BOARD MEMBERS

U.S. DEPARTMENT OF HEALTH EDUCATION & WELFARE NATIONAL INSTITUTE OF EDUCATION

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TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC) AND THE ERIC SYSTEM CONTRACTORS

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May, 1977

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1. Planning Session

In April 1977, Leslie Perley, the Executive Director of New Brunswick Indian Arts and Crafts, contacted Darryl Nicholas, member of NEPTE. (Please refer to Appendix A). The result of the meeting was a recommendation that Mr. Perley approach the Board of Directors of New Brunswick Indian Arts and Crafts for a two or three day workshop in Fredericton dealing with training in the area of corporation responsibility. At the meeting, Darryl Nicholas had estimated the cost to be about $400-$500 per day and the three-day training package itself would cost $1200-$1500. Darryl Nicholas also requested that Leslie Perley avail himself for a one-day planning session, preferably in Durham, N. H. with Darryl Nicholas and Dr. Roland Goddu, Executive Director of NEPTE.

Leslie Perley presented the idea to the Board of Directors of New Brunswick Indian Arts and Crafts and received approval for the planning session and training.

Leslie Perley went to Durham, N. H. with Darryl Nicholas on May 4, 1977 and met with Dr. Roland Goddu. It was determined at the one-day session that a good look at the draft copy of the contract which is to be considered by New Brunswick Indian Arts and Crafts Association's Board of Directors for signing be the first task leading into things like responsibilities of the Board of Directors of any corporation. Since the contract to facilitate funding flow from National Arts and Crafts to New Brunswick Indian Arts and Crafts was so time pressing, the dates for a three-day work shop was set as soon as possible in the month of May. The following summary plan of action (Appendix B) was developed and agreed to, subject to review and approval by the Board of the New Brunswick Indian Arts and Crafts Association.

A. Planning Session

B. Training Session

(1) Review of Proposed agreement with NIACC

(2) Review of Corporate Role and Responsibilities

(3) Preparation of Corporate (NBIACA) statement of purpose

(4) Review of NBIACA Program

(5) Discussion of Techniques for Board action

(6) Preparation of negotiations documents between NBIACA and NIACC.

(7) Discussion of Roles and Responsibilities of Staff and Board.

C. Report

After review of the plan of action by NBIACA, it was determined to hold the training session on May 11, 12, 13, 1977 in Fredericton, N.B.

2. Training Sessions

A. The Training Session was held in Fredericton, N.B. at the Wagonner's home office of the NBIACA on May 11, 12, 13, 1977. Sessions began at 9:00 a.m. each morning and extended to 5:00 p.m. each evening, except the 13th when the meeting was closed at 2:30 p.m. Board members attending were:

Hilda Labillois - Vice President
Anthony Ward - Secretary-Treasurer
Barbara Matallic
James Sark
Cecil Paul

Also attending was Leslie Perley, Executive Director, NBIACA. The trainers present were Dr. Roland Goddu and Mr. Darryl Nicholas.

The Training Session began with a detailed review of the following documents:

(a) NBIACA and NIACC draft agreement
(b) NIACC Financial and Administrative Systems Handbook
(c) Section 10: Terms of Reference between NIACC and Provincial Associations
(d) Corporate Bylaws for NBIACA and NIACC
(e) Beaver Pelt Trademark Tag

After some discussion, it was agreed to focus first on a Statement of Purpose for the provincial organization of the New Brunswick Indian Arts and Crafts Association (NBIACA).

1. After the NBIACA Bylaws were examined by the whole group, the Purpose Statement was found to be missing. A sheet (see Form A) was passed around to individual Board members to fill out, and an exchange was made of each sheet between Board members to add anything or change items as needed.

PURPOSES OF THE

NEW BRUNSWICK INDIAN ARTS & CRAFT ASSOCIATION

A. _____

_____

_____

B. _____

_____

_____

C. _____

_____

_____

The completed and revised sheets were collected and summarized into the following seven items:

First Draft

PURPOSE OF NEW BRUNSWICK INDIAN ARTS AND CRAFTS ASSOCIATION

1. To identify craftsmen
2. To assist craftsmen so that they can practice their crafts and make money at it.
3. To work with all funding agencies to support craftsmen.
4. To find money, material, markets for craftsmen.
5. To set up programs, workshops, outlets for craftsmen.
6. To train craftsmen and young to carry on the arts and crafts tradition.
7. To establish some measure of quality for arts and crafts.

Subsequently, these individual items were reviwed and discussed. After some consideration, on the next day the final revised statements were prepared and agreed to:

Final Draft

PURPOSE OF NEW BRUNSWICK INDIAN ARTS AND CRAFTS ASSOCIATION

May 12, 1977

1. To identify New Brunswick Indian Artists and Craftsmen

2. To assist New Brunswick Indian Artists and Craftsmen so they can practice their arts and crafts and make money at it.

3. To work with all funding agencies to support New Brunswick Indian Artists and Craftsmen.

4. To provide funds, materials, markets for New Brunswick Indian Artists and Craftsmen.

5. To set up programs, workshops, outlets for New Brunswick Indian Artists and Craftsmen.

6. To train Artists and Craftsmen, and youth to carry on the New Brunswick Indian Arts and Crafts.

7. To establish quality control of Arts and Crafts products.

8. To provide information about the New Brunswick Indian Arts and Crafts tradition.

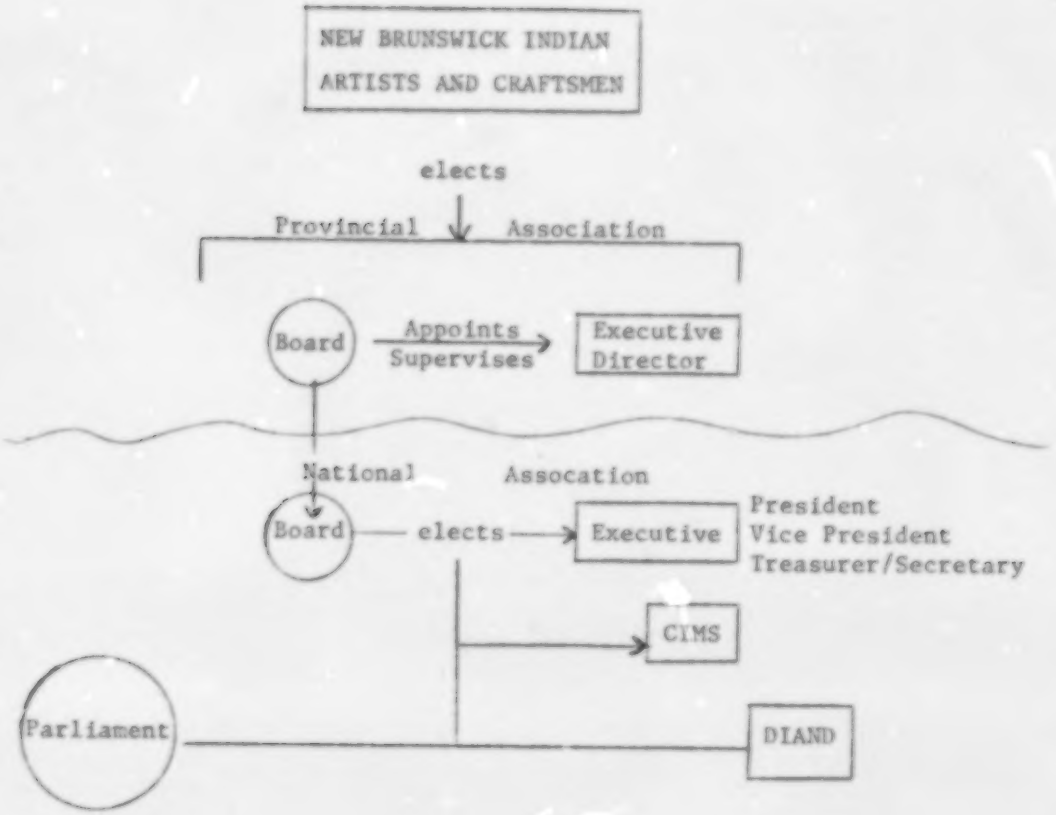
9. To arrange for New Brunswick Artists and Craftsmen to work in the schools and other agencies that serve the Indian people of New Brunswick.

C. The next task was an intensive review of the proposed NIACC and NBIACA contract. Particular concern was taken with:

(1) the Terms of Reference
(2) the Budget items
(3) the Program outline

to assure that each Board member understood and accepted the conditions of the contract.

1. After some discussion of the relationships between the national and provincial organization and a distinction between Board and Executive function, the NBIACA Board role was precisely defined. The following FORM was used to clarify roles and responsibilities:



The circles represent elected authority to set policy and decide, the boxes represent appointed personnel with authority to execute decisions of the Board and to report actions to the Full Board.

The specific section of the agreement referring to Terms of Reference (Section 10) was reviewed in detail, suggestions were made for clarification, and the section was revised by the Board members and Executive Director and edited. The final draft follows:

SECTION 10

TERMS OF REFERENCE

BETWEEN

NIACC, PROVINCIAL AND TERRITORIAL

ORGANIZATIONS

EFFECTIVE: MAY /77

ADMINISTRATION MANUAL
TERMS OF REFERENCE BETWEEN INDIAN NATIONAL, PROVINCIAL AND TERRITORIAL ARTS & CRAFTS ORGANIZATIONS

1. PURPOSE

To define the roles and responsibilities between the National Indian Arts & Crafts Corporation, Provincial and Territorial Organizations.

2. POLICY

These terms of reference shall be reviewed for possibie modifications before completing the national five-year plan for the Indian Arts & Crafts Industry and subsequent long term plans.
They shall be reviewed when at least two-thirds of the Boaro of Directors of the NIACC request it.
They shall be endorsed by the Department of Indian Affairs and Northern Development and shall form and integral part of agreements between the Department and The Provincial Indian Arts and Crafts Organizations.

3. ROLES AND RESPONSIBILITIES

These terms of references are defined by the following roles and responsibilities of the respective parties.

1. The NIACC shall be recognized as the official representative of Canadian Indian Arts and Crafts in Canada on matters related to national policy, program, guidelines, legal, fincial and operational nature.

2. The NIACC Board of Directors shall act on behalf of the provincial and territorial organizations on national and international matters for the best interest, benefit and protection of Indian arts and crafts development and marketing.

3. Provincial associations shall have free access to DIAND Headquaters. However, as most of these dealings will have repercussions on other provincial associations, an executive of the NIACC shall be present for the benefit and support of the other provincial associations.

4. NIACC shall not interfere in any matter between the Provincial associations and the departmental regions or other provincial agencies unless specifically requested by the provincial Board of Directors or their representative.

5. NIACC shall not interfere in political, administrative and operational matters pertaining to the conduct of the provincial associations business unless specifically requested by a provincial association Board of Directors or their representative, except that:
   NIACC shall develop directives and guidelines consistent with applicable Federal Acts and Regulations and sound management practice with the approval by the Board of Directors of the NIACC. These approved directives and guidelines shall be adhered to by the Provincial and Territorial organizations and NIACC staff. If requested, NIACC staff will assist the Provincial and Territorial associations with the implementation of the directives and guidelines.

6. Provincial associations shall administer the annual funds allocated to them to support budgets prepared by them to implement the objectives of the Indian Arts & Crafts development program jointly set by NIACC Board of Directors and DIAND.

7. The provincial associations shall provide the NIACC with:
   (a) unaudited quarterly financial statements by the 15th of the month following the end of each quarter;
   (b) annual audited financial statements by the 21st of April;
   (c) operating and maintenance plus capital budgets for the immediate following fiscal year, not later than the 10th of October of each year; and
   (d) annual operating performance reports based on agreed evaluation criteria relative to the program goals, objectives and production targets.

8. The provincial associations shall
   (a) make all accounts available to NIACC officers and Federal auditors for inspection;
   (b) credit the raw material account with yearly surplus funds;
   (c) on request, promptly supply the NIACC with such information as is deemed necessary by the NIACC for the proper administration of the Indian Arts and Crafts development program; and
   (d) co-operate fully with authorized DIAND and NIACC personnel.

9. NIACC and provincial associations shall co-operate in the development and implementation of marketing, production, raw material programs, legal and public relations and all other activities deemed vital to the development of the Arts & Crafts Industry.

10. The NIACC Executive shall administer, manage and evaluate the Indian Arts & Crafts program on a national basis.

11. The NIACC Executive shall consolidate the provincial, CIMS, and National O & M and Capital budgets for submission to and approval by the department
    (a) on an annual basis for operating budgets
    (b) five-year plan basis
    The approved O & M and Capital funds shall be obtained from DIAND and allocated to the various organizations by the NIACC according to the budget submissions.

12. NIACC shall assist provincial organizations with long range Arts & Crafts development programs, relative to national market informations, marketing strategy and sales targets.

13. NIACC shall provide provincial organizations with yearly national progress and market reports, audited financial statements and other areas of interest to provincial organizations.

14. NIACC shall submit to DIAND HQ

(a) within twenty days following the end of each ensuring quarter during this agreement, unaudited quarterly statements, including committments mady by the Association during the preceding quarter;

(b) national program evaluations relative to national goals and objectives relative to evaluation criteria as agreed by the parties involved;

(c) within twenty days from the end of each quarter, during this agreement, a progress report on the Corporation's activities, problems and progress during the quarter, and at the end of the fiscal year, a year-end report for purposes of evaluation in a format to be communicated to the Corporation by the Director in due course;

(d) to make all accounts and records available at all reasonable times for inspection and audit where the Minister deems such inspections and audits to be in the public interest or are to be carried out in accordance with governmental financial regulations;

(e) audited financial statements in respect of the current fiscal year, within sixty days, following the end of such fiscal year;

(f) surplus funds remaining from the said fiscal year's operations shall be credited to the raw material account; and

(g) co-operate fully with authorized departmental personnel.

2. The proposed agreement was discussed to identify the activities required of the Provincial organization in terms of the existing Provincial budget. The following categories of activities were perceived as included in the existing budget:

(A) Program Operations (Provincial)

(1) Board expenses

(2) Provincial Headquarters expenses

- Executive Director
- Secretary
- Rental
- Travel

(3) General Assembly expenses

(B) Program Development (Provincial)

(1) Training for Artists and Craftsmen

(2) Bulk purchase of raw materials for re-sale to artists and craftsmen

(3) Acquisition of tools and equipment for artists and craftsmen

(4) Promotion and advertising

(5) Special marketing projects: gift shows, exhibitions

(6) Product inventory

(7) Market survey

(8) New product development

(9) New machine development (research)

(10) Distribution outlet (pilot)

(11) Books of designs

The following categories of activities required in the agreement were perceived of as not included in the existing budget.

(C) Beaver Pelt Trademark Program

(1) Distribution

(2) Control

(D) National Development Program

(1) 5 year strategy

(2) 5 year managerial plan

(3) 5 year operations plan

It was decided to point out this discrepancy during negotiations. Also, it was pointed out that categories of programs should be listed and made public to the Board, Assembly and the Executive, at least yearly. The same categories should form the basis for reports from the Executive to the Board, and from the Provincial organization to the National organization.

There was general agreement that the five-year plan approach was acceptable and that the Financial and Administrative Systems Handbook was useful.

3. Discussion was focused in developing a Plan of Action to implement Programs on the list of Provincial Programs. The particular focus was to distinguish the Board role from the Executive Director role. Two examples were developed, using Form C. One described the activities necessary to implement the Provincial Materials for Artists and Craftsmen Program, the other described the steps needed to implement the National TAG Program.

It was agreed that the format would need to be developed for each program area and approved by the Board. It would also form the basis for reporting.

PLAN OF ACTION

Program:

_____

_____

_____

Board Tasks	Executive Director Tasks
	_____
	_____
_____	_____
	_____
	_____
_____	_____
	_____
	_____
_____	_____
	_____
	_____
_____	

Products: _____

_____

_____

RG/NB/AC
1977

PLAN OF ACTION

Program:

Materials (Hide, Ash, Beads, Felt, Feathers, Needles, Paint, Canvass, Quill, Birch Bark, Sweet Grass, Tools).

Board Tasks	Executive Director Tasks
	Develop a plan
	Prepare budget
Approve a plan	Recommend Board Action
	Make arrangements
Approve purchase	Negotiate contract
	For Purchasing
	Negotiate Prices
	Receive Materials
	Distribute Inventory
Monitor	Maintain Inventory
	Report Status

Products:
1. Raw materials available to craftsmen at reduced prices.
2. Raw materials more readily available
3. Increased products in numbers
4. Materials acquisition and Distribution system.

RG/NB/AC
1977

PLAN OF ACTION

Program:

Regional Authenticity Tag Program

Information Distribution

Board Tasks	Executive Director Tasks
	1. Prepare plan
	2. Budget
4. Approve the plan and budget	3. Recommendation
	5. Prepare Handout of Information
	6. Prepare the list of Artists & Craftsmen
	7. Give a number to each Artist & Craftsman
	8. Give tags to Artists and Craftsmen
	9. Give ledger cards to Artists & Craftsmen
	10. Run workshop
	11. Keep track of tags
12. Monitor	
	13. Report status to Board.

Products: 1. Record of tags

2. Data base (production and items)

D. A major portion of the workshop was spent discussing procedures for Board action. The following items were discussed:

1. Questions to ask about Contracts or Organization Relations
2. Steps for Board Action on an Agenda item
3. Minutes and Records of Board Actions
4. Discussion of Role as elected board representative of New Brunswick Artist and Craftsmen.

Form D was reviewed and discussed. It was used to review the NBIACA and NIACC draft statement and the proposed revisions to assure that Provincial initiative and accountability to the Indian artists and craftsmen was taken into account.

Form E was reviewed and discussed. It was noted that:

1. non-agreement on step 10 required going back to step 6
2. The steps were to be used as a check-list only, not as rigid set of events.

QUESTIONS TO ASK ABOUT
CONTRACTS OR ORGANIZATION RELATIONS

1. What is the purpose?

2. Does it fit existing purposes?

3. Does it fit existing programs?

4. Who controls what?

5. What do we gain?

6. What do we give away?

7. Who does what?

8. What reporting requirements are there?

9. How will it help us?

10. What will be the product(s)?

STEPS FOR BOARD ACTION

ON AN AGENDA ITEM

Steps:

1. Agree on agenda iten.
2. Identify what is the situation and what exists.
3. Discuss what should be and why.
4. Identify what is missing to get from what is to what should be.
5. List suggestions for fixing things.
6. Agree on who does what to whom - the Plan of Action.
7. Make a sample of the solution.
8. Discuss the sample.
9. Prepare a final draft of solution.
10. Review.
11. Assign someone to prepare product for formal action.
12. Take formal action by vote.
13. Record action in minutes.
14. Establish report and evaluation date.

There was a detailed discussion of Board procedures for recording minutes establishing an agenda and making motions. It was pointed out that the agenda established the sequence of items to be discussed and the format for the minutes. The suggested format for AGENDA was the following:

FORM F

PROPOSED AGENDA FORMAT

(1) Minutes of previous meetings

(2) Old Business (Program examples)

- (a) Training
- (b) 5 year Management Plan
- (c) Distribution outlet
- (d) Book of Design
- (e) NIACC agreement

(3) New Business

- (a) TAG program
- (b) CIMS

The following format for minutes and Board action was suggested:

1. (heading) The New Brunswick Indian Arts and Crafts Association
BOARD OF DIRECTOR'S MEETING
(date)

2. (title) MINUTES

3. (attendance) Board members present were (name), _____, _____, _____, _____, _____, _____.
Staff present were (name), _____.
Guests present were (name), _____, _____, _____.

4. (always first item) The President called the meeting to order at (time) in (place).

5. (always second item) The minutes of the (date) meeting of the Board of Directors were reviewed and approved. Note: This confirms actions at previous meeting.

6. (action on agenda item) examples:
The Executive Director reported on the TAG program
There was extensive discussion
The President reported on NIACC activities
There was some discussion.

7. (motions) examples:

(name of Board member) MOVED and (name of Board member) seconded that (motion here).

The motion was discussed. the MOTION was CARRIED (or DENIED) (or TABLED). Note: It is important that all Board decisions be in the form of a motion. The most critical motions and employment decisions these should be as follows:

(name of Board member) MOVED AND (name of Board member) seconded that (name of employee) be appointed (title) for a period of (beginning and ending date) at a salary of (dollar amount) excluding benefits. The roles and responsibilities of this position are:

(a) _____
(b) _____
(c) _____
(d) _____
(e) _____
(f) _____
etc.

It was agreed that minutes should be descriptive of what happened and not necessarily include a motion by the Board for each agenda item.

Board members reviewed and discussed the pressures of representing New Brunswick Indian Artist and Craftsmen on a Provincial organization and more critically on a national organization. The responsibility to make decisions for the good of indian artists and craftsmen rather than personal or institutional gains was agreed to. Concern was voiced that the roles and responsibilities of Provincial association Board representatives on the NIACC Board needed to be discussed and clarified as well as the relationship of the NIACC Executive to the NIACC Board and to the NBIACA.

E. Summary

At the end of the Training Session, the Board members reviewed what had been accomplished during the workshop. These items are:

Outcomes

1. A new Draft of Provincial/Territorial Indian Arts and Crafts Development Agreement.
2. Setting down goals and objectives of the Provincial organization.
3. Some distinct difference between a profit making corporation and a charitable corporation.
4. Distinguishing the responsibilities of the Board of Directors of Provincial Arts and Crafts and its management sector.
5. Clearly identifying the difference between the Provincial Arts and Crafts Association and the National Arts and Crafts corporation. (Amended Section of the budget paved role of National Board.
6. Methods of having formal minutes of a corporation.

It was also agreed that a plan would be presented for a subsequent training session in June 1977, to cover the following areas:

(1) Roles and Responsibilities of

- (a) President
- (b) Vice President
- (c) Secretary-Treasurer
- (d) Board
- (e) Executive Director
- (f) Assembly

(2) Plan of Action to produce 5 year plans as required in NIACC agreement

(3) Negotiations Techniques

(4) Review of the Arts and Crafts Report by Dr. Roland Goddu and Mr. Darryl Nicholas.

3. Recommendations

The workshop format for the Board works. The number of people involved is about right. People get a chance to talk, to ask questions, to change their words, to review what has happened. Talking about the pressures of making decisions for others is critical and essential.

People felt good about the session. They also felt that more rocks had been uncovered and further details discussed. We agree and would recommend the following:

(A) That a at least three 2-day workshop sessions be scheduled every three months for the coming year.

(B) That the focus of the sessions be

(1) Clarifying Roles and Responsibilities at the Provincial and National level and among the positions of

- President
- Vice President
- Secretary-Treasurer
- other Board Members
- Executive Director
- The Board as a full Board
- The Provincial Assembly

(2) Developing the needed 5 year Management and Operations Plans

(C) That each session also serve as an opportunity to develop a specific skill

Session One: Negotiations Techniques

Session Two: Evaluation Techniques

Session Three: Reporting

Session Four: Hiring and Firing Techniques

The expected outcomes for each session would be reports similar to this one, as well as some concrete usable materials, such as the Statement of Purpose, the revised Terms of Reference, the revised Agreement, and the sample Plans of Action.

Roland Goddu
Darryl Nicholas

May 1977